

HNC PROC 2000

PMP/PgMP Development

This process is the start of Phase II, Project/Program Planning and is the follow-on to Phase I, Project/Program Initiation.

Scope

This process defines development of the Project Management Plan (PMP) or the Program Management Plan (PgMP).

(In accordance with ER 5-1-11, all projects will have a PMP/PgMP. The PMP/PgMP provides information on how the Project will be accomplished and guides the project/program through the Execution and Control Phase, and the Closeout Phase. The PMP/PgMP serves to identify the scope, schedule, and resources needed to accomplish project/program execution. The PMP consists of sections, which detail how the project will be accomplished. These sections include but are not limited to communications, risk, quality, acquisition, and change strategies for managing the project/program. Specific PMP/PgMP content details are contained in the reference document [PMP/PgMP Content – REF8005G.](#))

Policy

[ER 5-1-10, Corps-Wide Areas of Work Responsibility](#)

[ER 5-1-11, U. S. Army Corps of Engineers Business Process](#)

[AR 415-15, Army Military Construction Program Development and Execution](#)

Responsibility

The Project Manager (PM) is responsible for:

- Leading the Project Delivery Team (PDT).
- Developing the PMP in conjunction with the customer and the PDT.
- Identifying funds for the development of the PMP.

The Customer is responsible for participating in the development of the PMP as a member of the Project Delivery Team (PDT).

The Project Delivery Team (PDT) is responsible for:

- Developing the PMP.
- Scoping, scheduling, and estimating accurately their portions of the project.
- Discussing and agreeing on the quality and delivery expected for their respective products and services.
- Discussing and agreeing on the key decision points included in the PMP.
- Discussing and agreeing on a systematic approach to measure the progress, status, and quality of their respective products and services.
- Committing to complete their portions of the work within the agreed to budget and schedule.
- Performing quality work and meeting public trust.

The Resource Provider(s) is responsible for:

- Determining resource availability.
- Ensuring the accuracy of the scope, schedule and estimate agreed to by their respective PDT member.
- Ensuring the commitment of their respective PDT member to complete their portions of the work within the agreed to budget and schedule.
- Ensuring the quality of work of their respective PDT members.

Distribution

Project Delivery Team (PDT)

Project Manager (PM)

Resource Provider(s)

Contracting (CT)

Resource Management (RM)

Ownership

The Office of the Deputy for Programs and Technical Management (DPTM) is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

[Acronyms and Glossary – REF 8000G](#)

[Activity/Schedule Development – HNC PROC 2030](#)

[Overall Acquisition Strategy – HNC PROC 6002](#)

[Change Management – HNC PROC 3010](#)

[Project Scope and Customer Requirements Definition – HNC PROC 2010](#)

[Communications Plan – REF 8006G](#)

[Project \(Program\) Delivery Acquisition Plan – HNC PROC 2050](#)

[Earned Value Management – REF 8018G](#)

[Initiating a Project in P2 – HNC PROC 1030](#)

[Lessons Learned – HNC PROC 3020](#)

[PMP/PgMP Approval – HNC PROC 2070](#)

[PMP/PgMP Content – REF 8005G](#)

[HNC Workload Analysis and Resource Leveling – HNC PROC 1020](#)

[Resource Estimate Development – HNC PROC 2040](#)

[Risk Management Plan – REF 8007G](#)

[Safety and Occupational Health Plan – REF 8016G](#)

[Team Establishment – HNC PROC 2020](#)

[Work Acceptance – HNC PROC 1000](#)

[Quality Management Plan – REF8008G](#)

Activity Preface

This process is performed after the work has been accepted and Project Manager assigned. This process is the ‘umbrella’ document for completion of Program/Project Planning Phase. Execution of this process occurs after [Initiating a Project in P2 – HNC PROC 1030](#) during the initial stages of project development. This process will also be used if the thresholds developed as part of this process are exceeded, causing this process to be executed from within the [Change Management – HNC PROC 3010](#) process.

There is an objective to make the PMP an electronic document, the components of which will be output from data entered in P2 and documents attached to the project in P3e (until P2 fully implemented the PMP will be a paper document.) Developing, reviewing, and revising PMP content is a continuous process throughout the life of the project.

The initial PMP developed will be the unconstrained PMP. The unconstrained PMP may be developed by copying an existing project (template) in P2. Subsequent iterations within this process will add constraints, as necessary, and will result in a PMP, which is submitted for approval via [PMP/PgMP Approval – HNC PROC 2070](#). After the approval of the PMP, the steps in this process will be performed on a “What If” version within P2, leaving the approved version unchanged, pending approval of the “What If” version.

The content of the PMP, both for future and current work, is prescribed in [PMP/PgMP Content – REF 8005G](#). The PMP is a living document that varies in size and complexity for each project. The level of detail required is based on the size and complexity of the individual project. (For example, a small project being accomplished by Indefinite Delivery, Indefinite Quantity (IDIQ) contract may include standard simplified components. A complex, multimillion-dollar project will require plans that have been developed to address the special conditions related to that project. The smaller, simpler projects may have some of these components included within a standard template.)

The Project Manager (PM) leads the Project Delivery Team (PDT) in developing the PMP. The PM is responsible for obtaining PDT, Resource Providers, and DPTM commitment to the PMP, and for updating it as additional requirements and information become available. PDT members are responsible for informing the PM when changes occur that could require an update to the plan. The PM must obtain commitment on significant changes, as required by the Change Management Plan, before proceeding. The process for changing the PMP and requirements for approving changes to the plan must be documented in the PMP itself.

The initial scope received during [Work Acceptance - HNC PROC 1000](#) will be attached in P2. This scope should be revised during subsequent iterations as needed, utilizing [Project Scope and Customer Requirements Definition – HNC PROC 2010](#).

During initial PMP development, the PDT is established utilizing [Team Establishment – HNC PROC 2020](#). This process will also be executed if changes to the team are necessary during subsequent iterations, and when the Independent Technical Review Teams (ITRT) are established.

Early in the PMP development process, the PDT should review the Lessons Learned database for incorporation of good ideas into the PMP. (See [Lessons Learned – HNC PROC 3020](#) for more information.)

The templates used in [Initiating a Project in P2 – HNC PROC 1030](#) may contain an activity schedule that is adequate for the project at hand. If that is the case, only the schedule may need to be updated. To update the schedule, create a new schedule, or add activities to an existing schedule, execute the [Activity/Schedule Development – HNC PROC 2030](#) process.

Some of the templates used in [Initiating a Project in P2 – HNC PROC 1030](#) may also contain a complete or partial resource estimate. If the resource estimate needs to be developed or refined, the [Resource Estimate Development – HNC PROC 2040](#) process will be executed. Individual PDT members and Resource Providers are responsible for developing and updating their portion of the resource estimate within P2.

The HNC Overall Acquisition Strategy (OAS) will be addressed and considered while accessing resource availability for the project. The specific acquisition needs will be incorporated into a Project Acquisition Plan, reference [Project \(Program\) Delivery Acquisition Plan – HNC PROC 2050](#).

Resource Providers will evaluate their ability to provide the required resources by executing the [HNC Workload Analysis and Resource Leveling – HNC PROC 1020](#) process.

At the completion of this process, proceed to [PMP/PgMP Approval – HNC PROC 2070](#).

The PM ensures that all PDT members are familiar with and have ready access to the PMP, so that all users have access to the most current information. The PM updates the PMP in conjunction with the PDT. When operative P2 must be used to develop and maintain the PMP.

Project Manager (PM)

1. Initiate actions for Project Planning and Project Management Plan (PMP) development (or in consideration of significant changes to the Project and the existing PMP).
2. Access Project data in P2 and review Project information. (Obtain Project data from P2.)
3. Check Project funds for receipt and availability for initial Agreed-to Scope of Work (SOW).

If adequate funds are available, go to Task #8. Otherwise, go to Task #4

4. Determine if funds can be reprogrammed from another Project, if applicable.

If reprogramming is possible, go to Task #5. Otherwise, go to Task #6.

The process cannot continue without adequate funds.

5. Request reprogramming of funds (from Hq USACE or customer) and receipt of funds.

Upon receipt of funds, stop and complete [Receipt of Funds – HNC PROC 1040](#).

6. Request and receive funds.

Upon receipt of funds, stop and complete [Receipt of Funds – HNC PROC 1040](#).

7. Receive notice of funds availability.

(This means that the funds are available to the PM for use on the Project.)

8. Determine if the Project Delivery Team (PDT) is established.

If the PDT has been established, go to Task #10. Otherwise, go to Task #9.

9. Establish the PDT.

Also, consider if supplemental expertise is required from specialized agencies or other organizations.

Stop and complete [Team Establishment – HNC PROC 2020](#).

10. Conduct kickoff or update meeting with the PDT, review Project information and, as required, conduct site visit.

11. Review Lessons Learned. Refer to HNC SOP - _____.

12. Determine if the SOW is in P2 and if it is adequate.

(A synopsis of the SOW may have been developed in the previous action of accepting the Project work at HNC.)

If there is an adequate SOW in P2, go to Task #13. Otherwise, stop and complete [Project Scope and Customer Requirements Definition – HNC PROC 2010](#). Then proceed to Task #13.

Project Delivery Team (PDT)

13. Review the SOW considering the technical completeness and sound execution.
14. Review acquisition strategy and plans (HNC Overall Acquisition Strategy and Project Delivery Acquisition Plans).
15. Write the SOW and enter in P2.

16. Develop or edit the required and applicable PMP.
17. Determine if activities / schedule reflect current Project conditions.

If activities / schedule are adequate, go to Task #18. Otherwise, stop and complete [Activity / Schedule Development – HNC PROC 2030](#), then go to Task #18.

18. Confirm composition of the PDT, identify additional disciplines / specialties that may be required to execute the Project.

If the PDT needs to be changed, go to Task #19. Otherwise, go to Task #20.

Project Manager (PM)

19. Request additional PDT members.

Stop and complete [Team Establishment - HNC PROC 2020](#).

20. Refine Project SOW based on PDT review of SOW and schedule, or as a result of changes during execution.

If the Project SOW changes, stop and complete [Project Scope and Customer Requirements Definition – HNC PROC 2010](#). Otherwise, go to Task #21.

Project Delivery Team (PDT)

21. Determine if resource (people and funding) estimates reflect current Project conditions.

If resource estimates reflect current Project conditions, go to Task #22. Otherwise, stop and complete [Resource Estimate Development - HNC PROC 2040](#). If contract support is required also complete [Project \(Program\) Delivery Acquisition Plan – HNC PROC 2050](#).

22. Notify PM that resource estimates are complete for the PMP.

Project Manager (PM)

23. Coordinate PMP development actions, as required.

Project Delivery Team (PDT)

24. Review / refine the PMP.

At this point, the PMP must include **I** - the minimum requirements (SOW, schedule and cost estimates/budget). If the Project is large or complicated, the PMP may contain, **II** - supplemental plans, as required.

If the PDT agrees with and endorses the PMP, go to Task #25. Otherwise, return to Task #16.

25. Update the SOW, schedule, resource estimate and attached documents, if required, in P2:

- Risk Management Plan
- Communications Plan
- Safety and Occupational Health Plan
- Acquisition Plan
- Quality Plan
- Surveillance Plan
- Change Management

Provide PMP updates to P2.

HNC Resource Provider

26. Receive and review Project data.

27. Conduct workload data analysis.

Stop and complete [HNC Workload Analysis and Resource Leveling – HNC PROC 1020](#).

If there is a recommended change in resources, return to Task #24. Otherwise, go to Task #28.

Project Manager (PM)

28. Review, prepare and forward the PMP to the Approval Authority for approval.

End of activity.

Go to [PMP/PgMP Approval – HNC PROC 2070](#).

PMP/PgMP Development - HNC PROC 2000

